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Ramirez Named Director of HEP

A. Diane Graham, Assistant Director of the Office of Personnel Management for Affirmative Employment Programs, recently announced that Juan Ramirez has been named Director of the Hispanic Employment Program Office of the Office of Personnel Management. Ramirez was Assistant Chief of Internal Programs Division in the Office of the Secretary of the Department of Transportaiton where he served as the departmental Hispanic Employment Program Manager.

In 1963 Ramirez began his Federal career with the U.S. Civil Service Commission (now OPM) as an investigator. While with the CSC he became a personnel staffing specialist and later an appeals examiner with the CSC's Board of Appeals and Review.

During his career, he has been involved in the recommendation and implementation of policies, plans and procedures of civil rights programs.

Ramirez is a charter member of and has held several offices in the Washington, D.C. chapter of the American G.I. Forum. He is a member of IMAGE. He is a graduate of Georgetown University and has attended The George Washington University Law School. He assumed his new duties at OPM on August 13.

Ramirez

Spotlight

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Volume 11 Number 5 **July-August 1979**

Federal Equal Opportunity Recruitment Program

On July 17, 1979 a limited distribution of Federal Personnel Manual Letter 720-1, titled the Federal Equal Opportunity Recruitment Program was made to Federal agencies. The letter includes a data package which agencies will use in computing determinations of underrepresentation as well as guidance on the development and implementation of agency programs.

The Federal Equal Opportunity Recruitment Program (FEORP) received its mandate from Congress in the Civil Service Reform Act of 1978 with the intent of alleviating the longstanding underrepresentation of certain groups in government jobs. It is one means by which the Federal work force can become "reflective of the nation's diversity."

Need for this program is reflected in November 1977 statistics which show that while some progress has been made, minority and women employees in the Federal service were primarily concentrated in blue-collar jobs and in the lowest levels of the General Schedule (white-collar jobs).

The program itself is one of recruiting. Recruiting is limited to the creation of pools of qualified applicants, hiring is the process of selecting individuals from those pools to fill specific positions. The essence of the program is to provide representative pools of qualified applicants for Federal jobs. Presumably, this will result in hiring greater numbers of qualified minorities and women.

Both internal and external recruitment are covered in the program. This means that innovative methods will be used to ensure that employees hear about and are available for interagency movement.

As called for in the law, when underrepresentation is found, each Executive agency must conduct a program to eliminate it through special, targeted recruitment directed at minority communities, educational institutions, and from other sources from which minorities and women can be recruited.

As part of the Federal Equal Opportunity Recruitment Program, Federal agencies will develop program plans which will include annual specific determinations of underrepresentation for each group and will also include quantifiable indices so that progress toward eliminating underrepresentation can be measured. Agency FEORP

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Harvey New Deputy Director of FWP

Harvey

Carol A Harvey recently was selected as Deputy Director, Federal Women's Program Office, U.S. Office of Personnel Management. The Federal Women's Program (FWP) is a Governmentwide program designed to broaden opportunities for women in all aspects of employment. Prior to this appointment, Harvey was a personnel management specialist in the same office.

Harvey began her Federal career in 1971 with the Civil Service Commission, now Office of Personnel management (OPM), in New York where she conducted management training courses. In 1973 she became a grants manager with CSC's Intergovernmental Personnel Programs Division of the New York Region. She came to Washington, D.C., in 1974 to CSC's Management Training Center to conduct special management training courses for people from developing nations.

She joined the FWP in 1975 where she has been involved in writing the forthcoming Federal Personnnel Manual Subchapter and regulations on the FWP. She recently developed and supervised the production of a slide/tape presentation for supervisors and managers which outlines their responsibilities to the FWP. Currently she has designed and now is developing a program to move mid-level women into supervisory and managerial positions.

Harvey received OPM's Certificate of Special Achievement in April 1979 under the Government Employees Incentive Awards Program, and currently is an advisor to the National Organization for Women's Committee on Federal Women and Federal Programs and the Federally Employed Women's Coalition for the Constructive Modification of Veterans Preference. She is a graduate of Goucher College.

McNeil Joins FWP

Ellis Deborah McNeil has been named Senior Equal Employment Opportunity Specialist at the Office of Personnel Managment's Federal Women's Program Office. McNeil replaces Carol Harvey who has been appointed deputy director of the FWP.

McNeil comes to OPM from the General Services Administration Office of Personnel where she served as national coordinator of the agencywide affirmative action program for handicapped individuals and disabled veterans. She also coordinated a continuing nationwide recruitment effort to meet equal employment opportunity goals to increase the employment of minorities and women and the handicapped.

She began her Federal career at GSA as a computer specialist. She then was selected into the Management Intern Program at that agency. During her intern training program she had rotational assignments at the National Archives and Records Service, Office of Records Management, Program Implementation Division, and Standards Development Branch.

McNeil

McNeil received her bachelor's degree from Fayetteville State University, North Carolina and her master's in public administration from The George Washington University.

Correction

In the last issue of SPOTLIGHT an error occurred which we feel must be corrected. The article *Consideration of Non-status Candidates*, third paragraph, last sentence should read, "Only by means of concurrent consideration will affirmative action efforts effectively address the employment needs of minorities, particularly Hispanics and women."

Spotlight

Editor: Ed Shell
The Director of the United States of America Office of Personnel Management has determined that the publication of this periodical is necessary in the transaction of public business required by law of this agency. Use of funds for printing this periodical has been approved by the Director, Office of Management and Budget through March 31, 1980.

Treasury and Upward Mobility

In 1974 the Department of the Treasury established a structured upward mobility program under the name of the Career Development Program for Lower Level Employees (CADE). It was begun after some eighteen months of extensive research and careful planning by a team of senior level managers and was designated as a Secretarial Objective. Before this time, Treasury as many other agencies did not use a systematic approach that facilitated movement of high potential, lower level employees occupying deadend positions into career ladder, mainstream occupations.

The basic component for institutionalizing Treasury's results-oriented program was commitment from the top level of management. That commitment ensured adequate resources for program implementation: staff, funds and positions. The "select, train and place" philosophy established a sound basis for implementation procedures.

The CADE population of approximately 45,000 includes two categories of employees: the underutilized and the undertrained, grades GS-1-8 and equivalent. Underutilized employees include those whose present education, training and capabilities are not fully utilized in their present position. They currently meet the qualifications of a position in another occupational series with promotional opportunities and need no further training, experience or education. Undertrained employees are those whose potential can be identified and developed through work experience and/or structured training which would help them to perform at a higher level than their present position requires. These employees require additional training and/or experience to meet the qualification of the target positions.

Presently, because of the complexities in administering the program and selection procedure problems, the undertrained are covered by the program and may be considered for target positions. The underutilized employees are placed into entry level, para-professional and technical positions under the provisions of the normal merit promotion program. This program format provides opportunity for both categories.

Selection procedures vary from bureau to bureau within the department. The job element approach generally is used. One bureau uses the assessment center approach. Other criteria (performance appraisal, awards, etc.) are also used in selecting the trainee.

An OPM-approved training agreement and bridge jobs are used as a means of qualifying selectees for the target positions.

As a rule, career ladder type positions (those which do not have a four-year positive education requirement) are identified for the program. The journeyman grade level for the various career ladder mainstream and other occupations vary in grade level. Movement within the clerical type positions are not considered part of the CADE program but are considered normal progression jobs, even though promotions and change of series may be involved.

The Treasury program has undergone a number of modifications since its inception. Internal and external policy changes contributed to some of the modifications, but others were made solely to improve the overall program activities and results based on experience.

Program assessment is built into the Department policy guidelines. The assessment and monitoring of progress takes several forms to identify problems and to ensure the desired level of program results. The Departmental staff schedules formal and informal assessment visits and others are made in conjunction with Personnel Management Evaluation and Office of Equal Opportunity Program staffs. Written program status reports are required at the middle and end of each fiscal year.

Over the past three and one half years of program implementation, more than 6,300 positions have been identified for the program. Not all of the positons were filled due to several circumstances, reductions-in-force, freezes, etc. The underutilized placements during the same period exceed 10,000.

Each year special seminars are held for program implementors to address identified needs, and to share experiences and current information to keep abreast of issues and developments in the program area.

Early in 1979 a career counseling course was developed in-house for the CADE program use. The course to be used throughout Treasury was developed by staff persons of the Office of Personnel Management Training Leadership Divi[illegible] and designated Treasury [illegible]mployees. The pilot session was held July 16-20, 1979. The first official course is scheduled for October 1979. Although the course was developed for lower level employees, with minor modification it may be used for mid- and senior-level Treasury employees.

A Treasury-wide conference for some one hundred CADE coordina-

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REMINDER

Responsibility for Federal EEO enforcement functions was transferred to the Equal Employment Opportunity Commission (EEOC) effective January 1, 1979 (see 43 FEDERAL REGISTER 60901, 12/29/78). Accordingly, all inquiries regarding development, review or implementation of ***affirmative action plans*** should be addressed to EEOC's Office of Government Employment, 2401 E St., N.W., Washington, D.C. 20506 (telephone: 634-6915). All inquiries relating to Federal employee ***discrimination complaints*** on the basis of race, color, sex, religion, national origin, age or handicap should be directed to EEOC's Office of Field Services, Technical Guidance Division, at the same address (telephone: 634-6863).

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Selective Placement Handbook

The Office of Personnel Management's Selective Placement Program office has recently published its *Handbook of Selective Placement of Persons with Physicial and Mental Handicaps in Federal Civil Service Employment.* The document is for sale by the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402, Stock Number 006-000-01093-8.

The selective placement program is concerned with hiring, placement, and advancement of handicapped individuals in the Federal Service and retention of Federal employees who become disabled for the positions they hold but may qualify for others or with rehabilitation may be able to develop the abilities they need to continue in their old jobs. The primary objective is full and fair consideration of persons with disabilities.

For many years the Federal Government has taken the position that it is not only a desirable social objective but also good business to employ persons with disabilities. A voluntary self-identification survey disclosed that in 1977 handicapped individuals made up 6.6 percent of the Federal work force.

For more information, contact Selective Placement Programs Office, Office of Personnel Management, 1900 E. St., N.W., Rm. 2437, Washington, D.C. 20415.

Fed. Jr. Fellowship Program

The Federal Junior Fellowship Program is designed to provide summer and vacation employment, and an opportunity for a Federal career to outstanding high school seniors who need financial assistance to attend college. The program was pilot tested in the Washington, D.C. area, and has now been approved for nationwide implementation.

Students are nominated by their high schools and, if selected, remain in the program during their college years and, based on successful performance, are converted non-competitively to a GS-5 upon graduation. The Office of Personnel Management has set aside some 5,000 slots for distribution among Federal agencies. Junior Fellows are appointed at the GS-2 level and must complete requirements for graduation within five years from the date of enrollment in college.

Criteria for eligible students are:

— U.S. citizenship

— graduating senior nominated by a designated high school official;

— be in the upper 10 percent of the graduating class;

— accepted to an accredited two or four year college in a related field of study;

— demonstrated financial need based on family income; and,

— interested in a Federal career upon graduation from college.

This program provides an opportunity for high school seniors—especially minorities and women—who have the potential to obtain a college degree but lack the financial resources to do so. The program is another method by which Federal agencies may alleviate underrepresentation of minorities and women in the Federal work force.

For more information, Federal employees should check with their personnel office to review a copy of Federal Personnel Manual Letter 308-14, dated April 18, 1979.

TREASURY *from page 3*

tors is planned for November and will focus on the Equal Employment Opportunity Commission Civil Service Reform Act requirements and how they impact on the program.

For more information on the CADE Program, write Department of the Treasury, Training Development and Recognition, Washington, D.C. 20220.

FEORP *from page 1*

plans are a required part of their annual EEO plans and will be submitted to the EEOC. Each November first, agencies will submit a program report to the Office of Personnel Management which, in turn, will report to the Congress on a Governmentwide basis the assessments of agencies' progress, or lack of progress, in meeting the objectives of this program.

For more information on the FEORP program, contact OPM, Office of Affirmative Employment Programs, 1900 E St., N.W., Washington, D.C. 20415, telephone 202-632-6256.

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Spotlight

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